

ADOPTED by Council at its meeting held April 16, 2012 [M193-2012]

AA/

Windsor, Ontario, April 16, 2012

**REPORT NO. 62 of the
SOCIAL DEVELOPMENT,
HEALTH & CULTURE STANDING COMMITTEE**
of its meeting held March 21, 2012

Present: Councillor Al Maghnieh, Chair
Councillor Alan Halberstadt
Councillor Percy Hatfield
Councillor Ed Sleiman


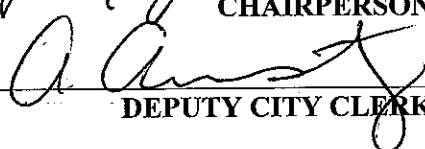
Regrets: Councillor Ron Jones

That the following recommendation of the Social Development, Health and Culture Standing Committee **BE APPROVED** as follows:

Moved by Councillor Hatfield, seconded by Councillor Sleiman,
THAT the Summary of the City of Windsor's Municipal Cultural Master Plan compiled from the TCI Management Consultants' report **BE RECEIVED** for information.

Carried.

Clerk's Note: The "Municipal Cultural Master Plan Summary" is attached as background information.


CHAIRPERSON

DEPUTY CITY CLERK

NOTIFICATION:		
Name	Address	Email

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is essential for ensuring transparency and accountability in the organization's operations.

2. The second part of the document outlines the various methods and tools used to collect and analyze data. It highlights the need for consistent data collection procedures and the use of advanced analytical techniques to derive meaningful insights from the data.

3. The third part of the document focuses on the role of technology in data management and analysis. It discusses how modern software solutions can streamline data collection, storage, and processing, thereby improving efficiency and accuracy.

4. The fourth part of the document addresses the challenges associated with data management, such as data quality, security, and privacy. It provides strategies to mitigate these risks and ensure that the data remains reliable and secure throughout its lifecycle.

5. The fifth part of the document discusses the importance of data governance and the role of a data governance committee. It outlines the key principles and best practices for establishing an effective data governance framework.

6. The sixth part of the document explores the impact of data on decision-making and strategic planning. It illustrates how data-driven insights can help organizations identify opportunities, assess risks, and make informed decisions that drive growth and success.

7. The seventh part of the document discusses the role of data in compliance and regulatory reporting. It highlights the need for organizations to maintain accurate and up-to-date data to ensure they meet all applicable legal and regulatory requirements.

8. The eighth part of the document addresses the importance of data literacy and the need for ongoing training and education. It emphasizes that all employees should have a basic understanding of data and its role in the organization's success.

9. The ninth part of the document discusses the role of data in innovation and the development of new products and services. It highlights how data can be used to identify customer needs, test new ideas, and optimize the product development process.

10. The tenth part of the document discusses the role of data in sustainability and social responsibility. It highlights how data can be used to measure and improve an organization's environmental, social, and governance (ESG) performance.

11. The eleventh part of the document discusses the role of data in risk management and the identification of potential threats. It highlights how data can be used to assess risks, develop mitigation strategies, and monitor the organization's risk profile over time.

12. The twelfth part of the document discusses the role of data in talent management and the development of a high-performing workforce. It highlights how data can be used to identify top talent, assess performance, and provide targeted training and development opportunities.

13. The thirteenth part of the document discusses the role of data in customer relationship management and the improvement of customer experience. It highlights how data can be used to understand customer behavior, personalize marketing efforts, and resolve customer issues more effectively.

14. The fourteenth part of the document discusses the role of data in supply chain management and the optimization of operations. It highlights how data can be used to track inventory levels, monitor production processes, and identify areas for operational improvement.

15. The fifteenth part of the document discusses the role of data in financial management and the optimization of the organization's financial performance. It highlights how data can be used to analyze financial trends, identify cost-saving opportunities, and improve overall financial health.

This summary of the City of Windsor's Municipal Cultural Master Plan is for information purposes only, and has been compiled from the TCI Management Consultants' report that was approved by City Council in May 2010. For a full copy of the report, please see: www.citywindsor.ca.

16 Recommendations of the Municipal Cultural Master Plan

1

Adopt a Vision for Culture in Windsor

"The City of Windsor will be a creative and vibrant cultural community that encourages artistic expression, the celebration of the City's cultural identity and cultural diversity and that promotes and facilitates culture-led economic revitalization, cultural tourism, heritage preservation, and opportunities for collaboration and partnership."

2

Adopt a Mission for the Cultural Affairs Office

"To act as a catalyst and facilitator to ensure the provision of a range of affordable and accessible opportunities for engagement in cultural activities, services, and facilities to residents while at the same time building up a base of unique cultural attributes and activities for visitors, residents, investors, and businesses."

3

Ensure adequate resources for Cultural Affairs Office

- Establish two staff positions to work with the Manager of Cultural Affairs
- One cultural liaison officer to develop and maintain linkages between the cultural sector and the Cultural Affairs Office
- One cultural development officer to develop cultural sector partnerships, seek grants, create and manage sector/community events and activities, and manage the City's role in a cultural tourism strategy

4

Reposition Cultural Affairs Office within Recreation Department

- Recognizes the synergies between recreation and culture
- Provides an administrative home for the cultural liaison function
- Sends message that culture is a significant and vital part of the community
- Consider re-naming: *Department of Recreation and Culture*.



In progress



5

Undertake feasibility assessment for a new City of Windsor Museum

- Expanded, new municipal museum
- Enables the City to display a greater range of themes that reflect the rich history of the area
- Examine locations, themes and stories to be told
- Examine the marketing and financial sustainability of a new operation
- Proceed with an understanding that a new museum would be a long-term project, to be in place by a specific target date within foreseeable future
- Address the question of an expanded municipal archive

In progress

Final Report anticipated in April 2012

6

Ensure adequate maintenance of Odette Sculpture Park

- Settle the on-going issue regarding the ownership of the sculptures
- Establish maintenance priorities
- Consider the park as the preferred outdoor location for additional works of art to give the Park more weight and prominence as an 'attraction'

Ongoing

7

Establish arm's length Cultural Funding Commission

In progress

STRUCTURE

- Appointed to allocate funds to qualifying cultural organizations
- Make decisions according to a set criteria set by Council
- 10-12 city residents, familiar with cultural disciplines and organizations
- No real or perceived conflicts of interest with potential applicants
- 4-year term, with option to extend to second term
- Terms staggered so one quarter of members cycle on/off every year
- Members drawn through public process; appointed by Council
- Cultural Affairs Office provides Liaison to work with Commission
- "Fire-wall" policy in place to specify Council's intent not to infringe upon the independence and operations of the Commission

OPERATION

- Funding amount set annually by Council for allocation to culture groups
- Eligibility criteria and timeline details made explicit to community
- Grants will be available on an annual basis
- Established 'flagship' cultural institutions will be permitted to apply for multi-year funding
- Application/funding process will be transparent and accountable to Council, the culture community, and the City
- Support will be provided by the Cultural Affairs Office

8

Develop cultural organization investment strategy and fund

- Provide stable funding for cultural organizations, to be allocated by the arms-length funding commission (see # 7)
- Stable funding could be in the form of multi-year grants to certain organizations
- Funding could be fee-for-service line items in the City budget
- Other organizations might receive single-year funding
- Applications adjudicated at arms-length
- Amounts provided should increase over time to reflect population growth in the long term and increasing diversity and complexity of the community

9

Increase awareness of the community, councilors and municipal staff about culture

- Simple annual awareness campaign to communicate the impact of the cultural sector in Windsor
- Part of the city's orientation program for new staff and councilors
- Short presentation to Council once a year about the activities of the Cultural Affairs Office & state of the cultural sector
- Erect information booth in the lobby of City Hall (and other locations) once or twice a year to convey information
- Create a one-page backgrounder for staff, councilors, media, etc.

10

Host cultural summit(s)

- Send a strong signal regarding importance of culture to the social and economic life of the community
- Provide a networking opportunity for the cultural community
- Focus on a particular topic related to the rolling out of the Municipal Cultural Master Plan
- Encourage different cultural sub-sectors to hold more frequent cross-organizational networking meetings to encourage more coordinated activity
- Review the usefulness of further summits every 2 to 3 years as networking and knowledge-sharing events

11

Extend public art policy

- Officially incorporate a '1% allocation' of the budget for construction costs of civic buildings for public art projects into its existing public art policy
- Any acquisition/unveiling of a new public work of art should strive to generate media attention to show City support for the cultural sector

Pending progress on recommendation # 7

Ongoing

Next date: May 9, 2012 at The Capitol Theatre

Undertake research in 2014

12

Establish civic cultural awards program

- Act as a strong public signal about the importance of volunteers to the cultural fabric of the community
- Encourage younger volunteers to rise through the ranks of cultural organizations
- Discourage older volunteers from leaving cultural organizations
- Recognize contributions to cultural involvement in the city

13

Provide capacity-building support for cultural organizations

- Provide in-kind support to help with generation management, grant writing, fundraising, audience development and training
- Financial assistance required for organizations to enable their participation would come from the cultural investment fund (see # 8)

14

Develop cultural tourism plan (visitor focused)

- Work with Tourism Windsor-Essex & Pelee Island
- Develop a cultural tourism plan that includes a product development component and a marketing strategy
- Embrace a 'place-based' approach; what makes Windsor unique?
- Gather information about all the cultural tourism experiences in Windsor and Essex County

15

Develop cultural marketing and communications Plan (resident focused)

- Develop an internally focused plan to increase residents' awareness of cultural opportunities and events
- Target Visiting Friends & Relatives (VFRs), and Essex County residents
- Illustrate the impact of the cultural sector to the future health of the City
- Establish ongoing formalized system of information-sharing between itself and members of the cultural sector, and between the cultural sector and other sectors affected by the Municipal Cultural Master Plan

16

Investigate feasibility of live-work facilities for artists

- Has a positive catalytic effect on surrounding commercial establishments and neighbourhoods
- Consider under-utilized industrial buildings
- Municipality works with developers to realize the opportunity

**Undertaken
pending
finalization
of # 7 in
2013**

**Ongoing -
artsVest
2012**

**In
progress**

**In
progress**

**In
progress**